



# Paths from leadership to upward influence

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Paths from  
leadership to  
upward influence

243

## Abstract

**Purpose** – This inquest into consumer goods companies in Vietnam aims to examine if leadership influences corporate social responsibility (CSR) and emotional intelligence (EI), which in turn influences upward influence behavior. The paper aims to discuss these issues.

**Design/methodology/approach** – Structural equation modeling approach contributed to the analysis of 406 responses returned from self-administered structured questionnaires sent to 690 middle level managers.

**Findings** – From the findings emerged a model of upward influence behavior and its antecedents such as leadership, CSR, and EI. Transformational leadership, ethical CSR, and high level of EI were found to nurture organizationally beneficial upward influence tactics.

**Originality/value** – Through the findings of the study, the insight into the leadership-based model of upward influence behavior underscores the role of transformational leadership style, ethical CSR, as well as team EI in the cultivation of organizationally beneficial upward influence tactics in consumer goods companies in Vietnam business context.

**Keywords** Management, Ethics, Social responsibility, Values

**Paper type** Research paper

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## Introduction

From Ralston and Pearson's (2010, p. 162) standpoint, interpersonal influence behavior is not limited to a specific type of individual, a specific organization, or a specific culture. It permeates all facets of life in all cultures since the endeavor to influence others is a underlying facet of human nature, which in turn denotes that it is also a part of organizational life.

In Asian cultures in general and Vietnamese culture in particular, subordinates used to follow downward influence of superiors under the strong influence of Confucianism (O'Sullivan, 1997, p. 51; Pham, 2014). Notwithstanding its five constants (five virtues) including humaneness, righteousness or justice, propriety or etiquette, knowledge, and integrity (Sun, 2011), Confucianism, which does not deviate from autocratic nature of feudalism, underscores "loyalty" to superiors, especially to the King, teacher, and father. This autocratic influence of Confucianism slightly faded when Western values drifted into Vietnam during colonialism, then returned when Vietnamese society was under central planning regime after its independence in 1954. Whereas autocratic nature of Confucianism reflects loyalty to superiors, "autocracy" in central planning regime indicates the allocation of resources, especially economic resources for basic needs, to subordinates in exchange for "coercive followship." Central planning regime not merely blocks upward interactions from subordinates but also orientates subordinates toward economic exchange rather than social exchange between individuals and organization or society (Blau, 1964), leading to low social responsibility (Luu, 2013a, b, c). Vietnam's open door policy in 1986 (Luu, 2012a, b) disassembled central planning architecture, erasing people's dependence on centralized resource allocation, thereby reducing communist autocracy. Individuals in society as



well as in organizations since then have tended to move beyond downward influence to interact upwards for higher quality of work life. This trend has been further reinforced since Vietnam's participation in WTO in late 2006 (Collins *et al.*, 2012).

Upward influence ethics is a reality of organizational life (Castro *et al.*, 2003). Upward influence behaviors are deemed crucial to the sustainability of the organization. They are not considered as the manifestation of insubordination, but rather, the indication of empowerment and convergence of actions upwards to the organizational mission and vision. However, not all upward influence behaviors converge toward organizational goals as well as interests of all stakeholders in the organization. Numerous upward influence behaviors are directed toward employees' self-interests and even destructive to organizational growth. Therefore, the quest for which factors nurture functional upward influence behaviors has been ongoing.

Moreover, whereas downward influence (i.e. leadership) facet of the relationship of subordinates with their superiors has earned much consideration in the literature, upward influence behavior has earned little attention (Terpstra-Tong and Ralston, 2002). This niche in the literature is curious given that influence behavior antedates the times of Sun Tzu and Julius Caesar (Terpstra-Tong and Ralston, 2002) and that informal influence behavior permeates every form of societal group, including the formal business organizations (Ralston and Pearson, 2010, p. 150).

Upward influence behavior has been reported to have influence on leadership (Deluga and Perry, 1991). On the contrary, leadership also can act as a catalyst for upward influence behaviors to emerge in the organization. Krishnan (2004) found transformational leadership was positively associated with friendliness and reasoning among six upward influence strategies.

Corporate social responsibility (CSR) is an asset that organizations can leverage to reinforce relationships among organizational members along the organizational structural pyramid, building the canal for the flow of upward influence. Furthermore, as an organization's commitment to improve societal well-being through discretionary business practices and contributions of organizational resources, CSR can influence relationships among all stakeholders as well (Korschun *et al.*, 2014). When both leaders and subordinates are working toward the relationships with other stakeholders, leaders will be more open for upward influence and subordinates will be more inspired and motivated to exert upward influence.

Evidence of a positive linkage between emotional intelligence (EI) and leadership effectiveness has been divulged in certain empirical studies (Rosete and Ciarrochi, 2005; Kerr *et al.*, 2006). Specifically, research has revealed the effects of EI on transformational leadership and the effective performance of leaders (Modassir and Singh, 2008; Cavazotte *et al.*, 2012). However, these studies merely look at the relationship between EI and leadership competence occurring in an individual, but not the effect of leadership style of a leader on EI level of their subordinates. Individual EI contributes to the EI of the group, group EI contributes to the EI of group members; vice versa, employees who are members of emotionally intelligent groups become more emotionally intelligent and more accountable for others as found in the studies by Modassir and Singh (2008) and Salarzehi *et al.* (2011), leading to more organizationally beneficial influence behaviors.

From the dual relationships between leadership, CSR, or EI and upward influence behaviors, this paper aims to look into the influence of leadership on CSR and EI, which in turn cultivate upward influence behaviors. This prologue of the research is followed by the review of leadership, CSR, and EI concepts, leading up to a discussion of upward influence behaviors as the dependent variables in this empirical inquest,

whose relationships contribute to the formulation of hypotheses. The research concludes with implications for managerial practice and future research.

## Literature review and hypotheses development

### *Leadership and CSR*

According to Carroll (1979), the ethical CSR dimension refers to ethical or moral standards, and is predicated on companies' voluntary actions that benefit society. Kanungo (2001) and Mendonca (2001) argued that transformational leadership is rooted in strong ethical values. Burns (1978) contended that transformational leaders are instrumental in making ethical decisions. Transformational leadership is concerned with end-values such as liberty, justice, and equality. Burns (1978, p. 20) further alleged that transforming leadership is motivating, uplifting, and ultimately "moral, in that it raises the level of human conduct and ethical aspirations of both the leader and the led." In other words, transformational leaders can be effective ethical leaders (Keeley, 1995) since, by its innovativeness in nature (Tucker and Russell, 2004), transformational leadership would be more likely to advocate the innovative orientation toward continually enhanced ethical CSR. The subsequent subhypothesis thus emerges:

*H1a.* Transformational leadership positively relates to ethical CSR.

Transactional leadership is a form of leader-member exchange, so tends to relate to economic CSR and legal CSR, which requires the organization and organizational members to maximize profitability as well as observe legal framework (Carroll, 1979) in exchange for their compensation. Furthermore, the transactional leader works within norms (Bass, 1985) and anticipates subordinates to behave within organizational rules and policies as well as laws, so transactional leadership nurtures legal CSR (Luu, 2012c). If the organizational norms also encompass targets for financial performance for subordinates, transactional leadership can contribute to the fulfillment of economic CSR of the organization. The ensuing subhypotheses are consequently proposed:

*H1b.* Transactional leadership positively relates to legal CSR.

*H1c.* Transactional leadership positively relates to economic CSR.

### *Leadership and EI*

Transactional leaders who involve subordinates in the exchange between task performance and rewards (McShane and Von Glinow, 2008), so transactional leadership stimulates extrinsic motivation from this exchange, and does not help subordinates to motivate themselves intrinsically to conquer difficulties of the task and may consider the exchange as "unfair" when the task undergoes troubles. Likewise, transactional leadership does not promote self-awareness and self-management of their own emotions and impulses since they work based on the exchange and if this exchange is not "satisfactory" to them, they perform low rather than exposing positive emotions and contributions toward the organizational mission and sustainability. Transactional leadership also confines subordinates within the calculation frame for themselves rather than understanding and empathizing others' emotions for reinforced interpersonal glue.

Transformational leadership, on the contrary, builds the championship of change in subordinates (McShane and Von Glinow, 2008). Burns (1978, p. 4) also suggested that

transforming leaders built “[...] [a] relationship of mutual stimulation and elevation that converts followers into leaders.” Examples of transformational leadership include “the leader’s providing a sense of vision,” “challenging the status quo,” and “providing stimulation and inspiration.” Transformational leadership thus stimulates and inspires self-motivation inside subordinates and tends to elevate self-motivation to a high level. Additionally, transformational leadership helps subordinates to realize and manage their emotions in the way to develop functional emotions toward others rather than themselves. They are not only change agents of their own emotions and behaviors but also emotions and behaviors of others. In other words, transformational leadership nourishes all components of EI. Above discussions lead to the ensuing hypothesis and subhypotheses:

*H2.* Transformational leadership positively relates to high level of EI, but transactional leadership does not relate to high level of EI.

*H2a.* Transformational leadership positively relates to high level of EI.

*H2b.* Transactional leadership does not relate to high level of EI.

*CSR and upward influence behavior*

Ethical CSR is “morally mandatory and goes beyond fulfilling a firm’s economic and legal duties, to its responsibilities to avoid social injuries, even if the business might not benefit from this” (Lantos, 2001, p. 605). Organizational members with high ethical CSR therefore go beyond their self-interests toward the interests of other stakeholders in the organization. Thus, they tend to interact upward to voice their initiatives for proactive organizational changes for the organizational sustainability. In other words, their upward influence behaviors are beneficial to all stakeholders or organizationally beneficial. Ethical CSR therefore motivates organizational members to contribute to the success of the organization (Luu, 2013a, b) rather than indulging their own interests and win-lose attitudes in which they win and organization loses and some other stakeholders will suffer. The following hypotheses and subhypotheses thus surface:

*H3.* Ethical CSR positively relates to organizationally beneficial behavior, but negatively relates to self-indulgent behavior or destructive behavior.

*H3a.* Ethical CSR positively relates to organizationally beneficial behavior.

*H3b.* Ethical CSR negatively relates to self-indulgent behavior.

*H3c.* Ethical CSR negatively relates to destructive behavior.

Legal CSR, which tends to guide organizational members within the legal framework such as laws or policies (Carroll, 1979), appears not to build organizationally beneficial upward influence behaviors since organizational members tend to perform within laws or policies in order to attain their self-interests and security rather than caring about interests of other stakeholders of the organization. The controlledness of laws can develop individualism among members, but is not likely to promote destructive upward influence behaviors as laws by nature are guidelines for appropriate behaviors

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rather than stimulating dysfunctional deviant behaviors. The subsequent hypothesis and subhypotheses were hence formulated:

Paths from  
leadership to  
upward influence

*H4.* Legal CSR negatively relates to organizationally beneficial behavior, but positively relates to self-indulgent behavior, and does not relate to destructive behavior.

*H4a.* Legal CSR negatively relates to organizationally beneficial behavior.

*H4b.* Legal CSR positively relates to self-indulgent behavior.

*H4c.* Legal CSR does not relate to destructive behavior.

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247

Economic CSR denotes the responsibility of members to make organization and themselves financially rich. However, members tend to turn toward economic exchange calculation for themselves first, so economic CSR does not promote upward influence behaviors which are beneficial toward all stakeholders or organizationally beneficial. On the contrary, economic CSR tends to promote economic self-interests or self-indulgent behaviors. If a member cares much about their economic interests and cares little or none about economic interests of other stakeholders, they may take on destructive behaviors. Nevertheless, if this economic exchange is not orientated toward their own winning and the sufferings of other stakeholders, destructive behaviors may not occur. In other words, economic CSR does not necessarily lead to destructive upward influence behaviors. The subsequent hypothesis and subhypotheses are therefore proposed:

*H5.* Economic CSR negatively relates to organizationally beneficial behavior, but positively relates to self-indulgent behavior, and does not relate to destructive behavior.

*H5a.* Economic CSR negatively relates to organizationally beneficial behavior.

*H5b.* Economic CSR positively relates to self-indulgent behavior.

*H5c.* Economic CSR does not relate to destructive behavior.

#### *EI and upward influence behavior*

Dimensions of EI, which include self-awareness, self-management, social awareness, and social skills (Goleman *et al.*, 2007), promote emotions and care toward others. Members with high EI level endeavour to control their own dysfunctional emotions and attitudes. Members with high self-management element of EI can manage their own emotions and impulses (Robbins and Judge, 2007), especially dysfunctional or destructive ones. Therefore, they tend not to indulge destructive behaviors inside themselves. Moreover, when members develop high self-awareness element and empathy element of EI, they understand and care about the feelings and concerns of themselves as well as others, leading to their understanding of interests of other stakeholders in the organization.

Due to high level of social skills, they not merely understand others, but also help others to control their self-indulgent emotions which may lead to self-indulgent behaviors or even destructive behaviors. Therefore, they can help reduce dysfunctional

behaviors and increase functional behaviors in the organization. Furthermore, high level of self-motivation element of EI help members to keep motivating themselves to behave responsibly toward other stakeholders (Luu, 2013d). Regardless of financial difficulties or financial temptations in life, their self-motivation helps them surmount their circumstances rather than indulging their self-interests and even harming other stakeholders and the organization as the whole. Above discussions lead to the ensuing hypothesis and subhypotheses:

- H6.* High level of EI positively relates to organizationally beneficial behavior, but negatively relates to self-indulgent behavior or destructive behavior.
- H6a.* High level of EI positively relates to organizationally beneficial behavior.
- H6b.* High level of EI negatively relates to self-indulgent behavior.
- H6c.* High level of EI negatively relates to destructive behavior.

Figure 1 displays the hypothesized interconnections among leadership styles, CSR, EI, and upward influence behaviors.

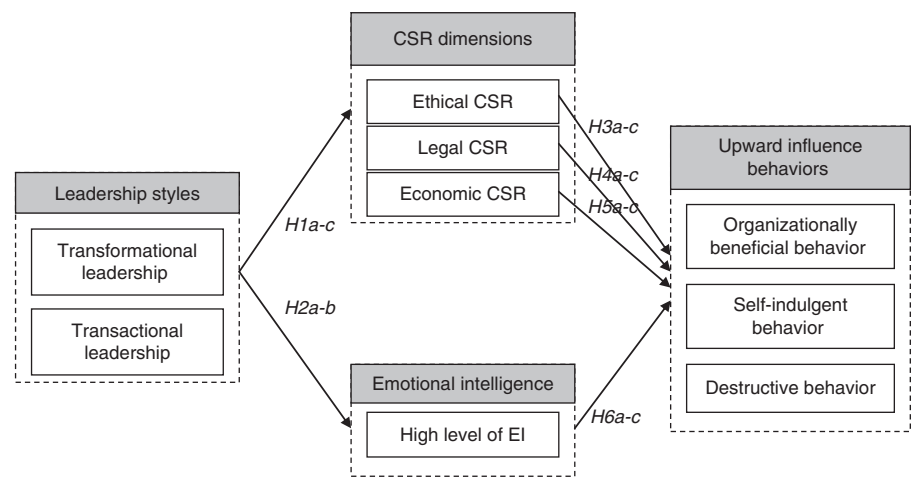
**Research methodology**

*Sample and procedure*

The sample for this study was derived from a population of 1,019 consumer goods companies listed in the 2012 Vietnam Trade Directory. Since companies should be sufficiently large to ensure that organizational and strategy variables apply (Miller, 1987), merely 138 companies reached the two criteria:

- (1) annual sales are at least Vietnam Dong 25 billion (equivalent to \$1,170 thousand US); and
- (2) at least 100 employees are working.

The criterion on sales is based on average sales of small enterprises in Vietnam market context (Ministry of Planning and Investment, 2008). Data on such variables as



**Figure 1.**  
Hypothesized framework

leadership, CSR, EI, and upward influence behavior were collated via self-administered structured questionnaires dispatched to 690 middle level managers in these 138 companies, an average of five middle managers in each company. Middle management members were relied on as the respondents since they would have more opportunities to observe high as well as low layers of organizational behavior than would lower level members. Data collection were conducted between March 2011 and August 2011. As displayed in Table I, the demographic profile of the sample represented a relatively wide range of company ownership types.

Due to scanty time among middle and top managers, the response rate range of 15-25 percent has been found in numerous studies (e.g. Baines and Langfield-Smith, 2003; Spanos and Lioukas, 2001). In this research, nonetheless, out of 690 questionnaires relayed to middle level managers, 406 were returned in completed form for a response rate of 58.84 percent. This high response rate resulted from the voluntary co-operation from these 406 managers with most of whom the relationships were forged through the researcher's close business partners in the snowball sampling process (Robson, 1993).

### *Instruments*

While the quantitative approach utilized in this study does not allow for an analysis of the most profound level of the constructs, it, as a "journey of the facts" (Smith, 1983, p. 10), enables the investigation of respondents' perceptual realities (Ashkanasy *et al.*, 2000).

*Leadership style.* This construct was appraised using Bass and Avolio's (1995) multifactor leadership questionnaire MLQ 5X (MLQ – leader form – form 5X), which comprises 45 behavioral statements and uses a five-point rating system (1 = not at all; 2 = once in a while; 3 = sometimes; 4 = fairly often; 5 = frequently, if not always). Middle management employees were invited to indicate how frequently each statement portrays the leadership style of their top-level managers. Scores were then generated for nine separate scales, five of which reflect facets of transformational leadership and four of which reflect facets of transactional leadership.

*CSR.* A 22-item instrument adapted from Aupperle *et al.* (1985) and Maignan (2001) was utilized to measure CSR dimensions. However, like Podnar and Golob's (2007) findings, the exploratory factor analysis revealed that a three-factor rather than a four-factor solution was more stable. Therefore, ethical and discretionary dimensions merge, reducing the factors extracted to economic, legal, and ethical CSRs. The three CSR dimensions then were: economic CSR which consists of six items; legal CSR – five items; and ethical CSR – eleven items. The 22 statements of the questionnaire were measured with a seven-point Likert-type scoring system applied to a scale anchored by "strongly disagree" (1) to "strongly agree" (7).

*EI.* EI was examined using the Emotional Competence Inventory (ECI) based on the work of Goleman *et al.* (2002). This instrument comprises 20 emotional competencies arrayed into four clusters: self-awareness, self-management, social awareness, and social skills. The ECI is a self-report measure of individual differences in the competence to reflect on (or monitor) and manage one's emotions and handle others'. Participants respond on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. This instrument has demonstrated satisfactory internal consistency ( $\alpha = 0.74$ ) and reliable scale (full scale reliability  $\alpha = 0.83$ ).

*Upward influence behaviors.* The Strategies of Upward Influence instrument, developed by Ralston *et al.* (1993), was utilized to measure views on upward influence

**Table I.**  
The demographic  
profile of the sample

Characteristics	State-owned companies			Private domestic companies			100% foreign-invested companies			Joint-venture companies			<i>F-test</i>	<i>χ<sup>2</sup></i>	<i>Sig</i>
	<i>Mean</i>	<i>SD</i>	<i>Number</i>	<i>Mean</i>	<i>SD</i>	<i>Number</i>	<i>Mean</i>	<i>SD</i>	<i>Number</i>	<i>Mean</i>	<i>SD</i>	<i>Number</i>			
Company size (number of employees)	319	576.2	136	119.3	162.1	65	258	162.1	69	204	124.8	5	32.07		0.00
Company age (years)	26.1	18.4	15.9	12.4	16.3	4	11.8	16.3	5	14.2	19.1	11	9.59		0.00
Respondent average age (years)	36	5.4	29	3.6	3.2	12	28	3.2	13	33	3.7	13	1.09		0.12
Respondent average tenure (years)	12	5.1	7	4.2	4.4	7	5	4.4	7	7	2.5	14	24.67		0.00
Respondent education (years after high school)	5	3.6	4	1.9	2.1	6	6	2.1	5	5	2.8	15	1.08		0.07
<i>Respondent position</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>%</i>	<i>Sig</i>
Chief accountant	146		126		65		4		69			5			
HR manager	15	10.27	14	11.11	4	6.15	10	15.38	11	15.94	7.25	11	15.94		
Operations manager	27	18.49	23	18.25	10	15.38	14	21.54	13	18.84	18.84	13	18.84		
Production manager	25	17.12	23	18.25	14	21.54	12	18.46	11	15.94	16.29	14	16.29		0.01
Marketing manager	22	15.07	22	17.46	12	18.46	10	15.38	14	20.29		15			
Sales manager	29	19.86	21	16.67	10	15.38	13	20.00	15	21.74		0			
Others	23	15.75	20	15.87	13	20.00	2	3.08	0	0.00					
<i>Respondent gender</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>%</i>	<i>Number</i>	<i>%</i>	<i>%</i>	<i>Sig</i>
Male	5	3.42	3	2.38	2	3.08	46	70.77	47	68.12		22	31.88		0.03
Female	104	71.23	75	59.52	19	29.23	19	29.23	22	31.88					



behaviors. Under the three dimensions – organizationally beneficial behaviors, self-indulgent behaviors, and destructive behaviors – 38 scenario items of the instrument are anchored on an eight-point Likert scale ranging between the two ends 1 and 8, which denotes that an item is extremely unacceptable or extremely acceptable respectively for co-workers to resort to as a means of influencing a superior. The higher the score is, the higher is the acceptability of a type of upward influence behavior. Albeit the responses were perceived coworkers' behavior, it is likely that respondents actually reported their own perceptions (Egri *et al.*, 2000).

Data collated from the questionnaire survey was analyzed using LISREL 8.52. The measures' reliability was potentially enhanced through the utilization of multiple-item measures (Neuman, 2000). The reliability of each construct and its specific dimensions was appraised using Cronbach  $\alpha$  coefficients. Nunnally's (1967) recommended cut-off point of 0.70 was surpassed by all constructs. Convergent validity is also suggested when the individual variable scores are merged into a single scale to yield a Cronbach  $\alpha$  of 0.774.

Content validity was established through the adoption of existing and validated scales utilized in the existing literature. In addition, the questionnaire underwent three-phase pretest. The questionnaire was first examined and edited by numerous academics. Ten top managers in a CEO training class were then invited to complete the questionnaire and to share comments on its form and content. The students in an MBA class were then involved in the completion of this questionnaire. Minor adjustments on wording and presentation were eventually conducted.

Discriminant validity between the two dimensions of leadership – transformational and transactional – was tested through a series of  $\chi^2$  difference tests which had been performed by constraining the estimated correlation parameter to 1.0 (Anderson and Gerbing, 1988). Discriminant validity was supported by a significant lower  $\chi^2$  value for the unconstrained model.

## Findings and discussion

The structural model's fit statistics prove rational:  $\chi^2 = 572.7$ ,  $df = 352$ ; IFI = 0.91; TLI = 0.91; CFI = 0.91; RMSEA = 0.02. The findings displayed in Table II demonstrate positive and significant path coefficients between transformational leadership and ethical CSR ( $p < 0.01$ ), market culture ( $p < 0.01$ ), or clan culture ( $p < 0.05$ ); transactional leadership and legal CSR ( $p < 0.05$ ) or economic CSR ( $p < 0.01$ ); transformational leadership and high level of EI ( $p < 0.01$ ); ethical CSR and organizationally beneficial behavior ( $p < 0.01$ ); legal CSR ( $p < 0.01$ ) or economic CSR ( $p < 0.05$ ) and self-indulgent behavior; high level of EI and organizationally beneficial behavior ( $p < 0.05$ ); transformational leadership and organizationally beneficial behavior ( $p < 0.01$ ); and transactional leadership and self-indulgent behavior ( $p < 0.05$ ).

*H1a-H1c* were substantiated through the positive and significant correlations between transformational leadership and ethical CSR (0.131;  $p < 0.01$ ), between transactional leadership and legal CSR (0.103;  $p < 0.05$ ), and between transactional leadership and economic CSR (0.106;  $p < 0.01$ ). Transformational leaders can be effective ethical leaders (Keeley, 1995) as, with its innovative nature (Tucker and Russell, 2004), transformational leadership would tend to support the innovative orientation toward ceaselessly elevated ethical CSR. In the spectrum of transformational leadership, "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality" (Burns, 1978, p. 19). A transformational leader motivates followers to attain

**Table II.**  
Findings from  
the structural  
equation model

Hypothesis	Description of path	Path coefficient	Z-statistics	Conclusion
<i>H1a</i>	Transformational leadership → Ethical CSR	0.131	2.75**	<i>H1a</i> (+): S
<i>H1b</i>	Transactional leadership → Legal CSR	0.103	1.74*	<i>H1b</i> (+): S
<i>H1c</i>	Transactional leadership → Economic CSR	0.106	2.52**	<i>H1c</i> (+): S
<i>H2a</i>	Transformational leadership → High level of EI	0.269	4.26**	<i>H2a</i> (+): S
<i>H2b</i>	Transactional leadership → High level of EI	-0.118	-1.07*	<i>H2b</i> (-): S
<i>H3a</i>	Ethical CSR → Organizationally beneficial behavior	0.218	3.29**	<i>H3a</i> (+): S
<i>H3b</i>	Ethical CSR → Self-indulgent behavior	-0.119	-1.85*	<i>H3b</i> (-): S
<i>H3c</i>	Ethical CSR → Destructive behavior	-0.171	-2.43**	<i>H3c</i> (-): S
<i>H4a</i>	Legal CSR → Organizationally beneficial behavior	-0.129	-1.87*	<i>H4a</i> (-): S
<i>H4b</i>	Legal CSR → Self-indulgent behavior	0.246	3.61**	<i>H4b</i> (+): S
<i>H4c</i>	Legal CSR → Destructive behavior	-0.089	-1.42	<i>H4c</i> (-): NS
<i>H5a</i>	Economic CSR → Organizationally beneficial behavior	-0.107	-1.54*	<i>H5a</i> (-): S
<i>H5b</i>	Economic CSR → Self-indulgent behavior	0.128	1.32*	<i>H5b</i> (+): S
<i>H5c</i>	Economic CSR → Destructive behavior	-0.102	-1.40	<i>H5c</i> (-): NS
<i>H6a</i>	High level of EI → Organizationally beneficial behavior	0.092	2.54*	<i>H9a</i> (+): S
<i>H6b</i>	High level of EI → Self-indulgent behavior	-0.472	-1.29*	<i>H9b</i> (-): S
<i>H6c</i>	High level of EI → Destructive behavior	-0.507	-4.56**	<i>H9c</i> (-): S

**Notes:** S, supported; NS, not supported. Model fit:  $\chi^2=572.7$ ,  $df=352$ ; IFI=0.91; TLI=0.91; CFI=0.91; RMSEA=0.02. Tests of hypotheses are one-tail tests. \* $p < 0.05$ ; \*\* $p < 0.01$

a vision moored on goals that encompass concern with all stakeholders, and acts as a mentor or role model (Torpman, 2004) to followers' moral development, leading to higher degree of ethical CSR throughout the organization.

Contrarily, as a form of leader-member exchange, transactional leadership is more likely to cultivate economic CSR and legal CSR (Luu, 2012c), which involve the organization and organizational members in maximizing profitability as well as observing legal framework (Carroll, 1979) in exchange for their existence.

The positive association between transformational leadership and high level of EI was verified (0.269;  $p < 0.01$ ). Nonetheless, high level of EI was found to negatively correspond to transactional leadership (-0.118;  $p < 0.05$ ). Managers with transactional leadership style, who define the outcomes and valences for the task performance, will increase the endeavor of employees to discern their existing emotional and knowledge resources, and what additional resources and motivation they need to mobilize to fulfill or even go beyond the task. Therefore, with transactional leadership style only, managers can foster high level of personal EI, but not social EI. Managers thus should adapt their leadership style toward transformational leadership, which implies that they need to change themselves as an axiom for changes in employees. Transformational leadership inspires the motivation of change agentship in employees, so employees become change agents to change their social EI. Moreover, transformational leadership inspires employees to transcend their own self-interests toward others' interests (Robbins and Judge, 2007), so employees under transformational leadership develop social EI competence to ethically harmonize with other employees, leading to increased team cohesiveness and commitment.

The positive and significant relationship between ethical CSR and organizationally beneficial behavior (0.218;  $p < 0.01$ ), and the negative and significant relationships between ethical CSR and self-indulgent behavior ( $-0.119$ ;  $p < 0.05$ ) or destructive behavior ( $-0.171$ ;  $p < 0.01$ ), substantiate *H3a-H3c*, respectively. Ethical CSR, if spread through every corner of the organization, will nurture the drive to do the greatest good for the greatest number of stakeholders. Managers thus should role-model behaviors within ethical framework beyond mechanistic rule framework for followers to follow to reduce individualistically deviant emotions and behaviors for the organization's sustainable success, along which individual employees are sustainably successful. Consequently, deviant upward behaviors such as self-indulgent or destructive behaviors have no ground to grow in, and if they grow, they will be isolated and inspired to change by robust ethical values of the team.

*H4a* and *H5a* which respectively posited that legal CSR or economic CSR would be negatively associated with organizationally beneficial behavior were attested as denoted by the negative and significant coefficients between legal CSR or economic CSR and organizationally beneficial behavior (*H4a*:  $-0.129$ ,  $p < 0.05$ ; *H5a*:  $-0.107$ ,  $p < 0.05$ ). Legal CSR or economic CSR were found to be positively correlated with self-indulgent behavior (*H4b*:  $0.246$ ,  $p < 0.01$ ; *H5b*:  $0.128$ ,  $p < 0.05$ ); nonetheless, there was no lucid link between legal CSR or economic CSR and destructive behavior. Legal CSR built within the framework of rules and laws (Carroll, 1979) encourages conservatism and a "playing safe" attitude (Otley, 1994). Employees with legal CSR thus tend to think about themselves rather than other stakeholders, so tend to let self-indulgent behaviors manifest themselves. Economic CSR also activates employees' drive to acquire financially for themselves prior to contributing financially for others, leading to the hyperplasia of self-indulgent behaviors. Rules, if adeptly built as guidelines for ethical behaviors and aligned with organizational mission and vision, may control destructive upward influence behaviors. Destructive upward influence behaviors also cannot be triggered if economic exchange follows win-win attitudes among stakeholders.

Organizationally beneficial behavior was found to positively correspond to high level of EI ( $0.092$ ;  $p < 0.05$ ), which substantiates hypothesis *H6a*. High level of EI does not facilitate self-indulgent behavior or destructive behavior as reflected through the negative and significant relationships between high level of EI and self-indulgent behavior ( $-0.472$ ;  $p < 0.05$ ) (hypothesis *H6b*), and between high level of EI and destructive behavior ( $-0.507$ ;  $p < 0.01$ ) (hypothesis *H6c*). High level of EI among employees are reflected through their high personal intelligence competence and high social intelligence competence. Both these sources of intelligence competencies complement each other and harmonize between management of their own emotions and management of other's emotions. The balance between caring feelings for themselves and for others help minimize egoism in their upward influence behaviors. Actions shaped from these balanced caring feelings among employees are functional and beneficial to other stakeholders, thus should be measured, recognized, and rewarded, which yields more organizationally beneficial upward influence behaviors as revealed by research findings.

### Concluding thoughts

The hypothesized framework shown in Figure 1 was passably supported by the research findings. The positive links were encountered between transformational leadership and ethical CSR, and between transactional leadership and legal CSR or economic CSR.

Transformational leadership was also positively associated with high level of EI. Ethical CSR, within expectation, was positively correlated with organizationally beneficial upward influence behavior. Legal CSR or economic CSR contrarily cultivates self-indulgent behavior, but not necessarily destructive behavior. High level of EI was proved to positively correspond to organizationally beneficial upward influence behavior. Moreover, transformational leadership was found to positively relate to organizationally beneficial behavior, but negatively relate to destructive behavior. Transactional leadership, on the contrary, turned out to negatively relate to organizationally beneficial behavior, but positively relate to self-indulgent behavior.

As with every research endeavor, certain potential limitations should be discerned (Luu, 2014). The findings from empirical questionnaire survey must be further tested due to such limitations of the current study as its cross-sectional nature and the utilization of perceptual measures (Luu, 2012d, 2013e). Another limitation is that the causal direction of the bridges among the variables has been partially established (Luu, 2012e, f). By controlling the effect of past performance on the perceptions of leadership style and CSR, the study can argue that leadership and CSR have an influence on upward influence behaviors. One though has to acknowledge that the question of causality can be more thoroughly addressed by longitudinal research designs in which all the variables are measured at different points in time (Wilderom *et al.*, 2000).

The research model should be retested in other manufacturing industries as well as service industries, especially such service industries as healthcare service where upward influence strategies for the adoption of technological innovation is a must. The degree of data generalization of the findings from this research can be augmented if the confirmation of the research framework can be found in a sample of governmental bodies where organizationally beneficial upward influence behaviors are anticipated by all stakeholders, especially by the community.

Since organizationally beneficial behaviors can act as seeds of change, the mediating role of upward influence behaviors in the link of leadership and innovation should be investigated in the future empirical inquiry. Wells and Kipnis (2001) also found the interconnections among trust, dependency and influence behaviors, so organizational trust can be expected to cultivate upward influence behaviors, paving another new research path. Deluga and Perry (1991) found the relationship of subordinate upward influence behavior and satisfaction. The intersection of EI and employee satisfaction was also found among Eastern European employees (Zadel, 2008). Furthermore, men who employed more aggressive upward influence behavior were rated to be higher performers than those who used weaker tactics such as friendliness (Shaughnessy *et al.*, 2011). Therefore, upward influence behavior and EI as antecedents to employee satisfaction and performance may attract attention of researchers.

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